

## Inspiring Diversity in Property Company Pledge

On behalf of *[company name]*, I am proud to sign this *Inspiring Diversity in Property Pledge*. In signing the Pledge, our organisation agrees to support the initiatives set out below and aspire to change our organisation.

As a signatory, we will strive to:

- Attract, develop and promote a more a diverse and inclusive workforce across all levels of seniority.
- Take steps to close gender and ethnicity pay gaps.
- Foster a culture of diversity and inclusiveness and create an environment where all people and communities feel empowered.
- Champion and recognise the achievements of employees across all of the protected workplace characteristics.
- Set annual EDI objectives and transparently publish progress.

We acknowledge that change for the better will not happen on its own. We know it is vital that every company signing this Pledge commits to establishing its own continuous improvement plan with **measurable objectives and clearly defined outcomes**.

For some, this plan will involve only small changes; for others, improvement may be a long-term business transformation project.

Regardless of our starting point, we commit to **measuring and monitoring progress** and, where necessary and appropriate, adjusting our plan so that the goals of this pledge can be achieved.

We recognise there is **no single action plan** to deliver the pledge that we will strive and aspire to achieve. We can, however, evaluate how the following best practice examples could be implemented as part of an action plan in our own organisation. We will aim to work collaboratively with external organisations, our clients and supply chain, to share and expand impact wherever possible.

### Attract, develop, and promote a more diverse workforce

This means we will consider how we can:

- Recognise the valuable perspectives and skills that diversity brings to our workforce;
- Ensure our HR policies actively promote equality;
- Make unconscious bias training mandatory for those involved in recruitment, project team selection and promotions;
- Use language in our recruitment adverts and job descriptions that does not alienate or exclude anyone;
- Devise and implement development programmes for protected characteristics that support meaningful career progression, such as mentoring or advice at specific career milestones;

### Take steps to close pay gaps

This means we will consider how we can:

- Offer flexible and remote working as standard and consider job shares;

- Use market salary and internal pay data to make sure all employees are paid equally rather than asking candidates what they currently earn;
- Ensure interviewers are diverse to reduce the tendency to hire 'faces that fit';
- Publish the wage ranges for all levels of roles, to level the playing field;
- Look for discrepancies between pay rates with the goal that all employees of equal experience and in similar roles are paid the same – no matter their gender or race;
- Ensure high achieving individuals are recognised equitably in succession planning and encourage a diverse group to pursue opportunities at every level.

## **Champion and recognise the achievements of employees across all of the protected workplace characteristics**

This means we will consider how we can:

- Actively promote the success of our workforce diversity, as well those employees in our client and partner organisations, and share stories of success to audiences both within and beyond our industry;
- Include positive diverse role models in our marketing, advertising and PR campaigns that inspire a more diverse population to choose property as a career;
- Ensure our outreach programmes with schools and colleges – as well as our broader CSR programmes – target a more diverse population.

## **Foster a culture of diversity and inclusiveness and create an environment where all people and communities feel empowered. This means we will consider how we can:**

- Create programmes and policies that promote equality;
- Work towards more balanced representation at both management and board level;
- Ensure there are appropriate facilities in our offices and construction sites;
- Have a zero-tolerance approach to negative and demeaning behaviours, both in physical and online environments;
- Educate employees and have a zero-tolerance approach to "banter" in the workplace that undermines, belittles and excludes anyone;
- Establish a process for reporting inappropriate behaviours that encourages employees to 'call out' unacceptable behaviour in an appropriate way;
- Review roles and working practices to maximise flexibility for the workforce, in terms of hours, location and other relevant factors;
- Take opportunities to collaborate with clients, supply chain partners and industry to promote and support diversity.

## **To set annual EDI objectives and transparently publish progress**

This means we will consider how we can:

- Communicate our EDI goals with employees and partners;
- Gather data to measure progress against those goals;
- Share key metrics with employees and partners, highlighting both progress and setbacks;
- Ensure C-suite level commitment;
- Make diversity one of our core values;

- Acknowledge this will be an ongoing process.

By signing this pledge, we commit to building meaningful career paths for all people in property, both now and in the future.

Signature: .....

Name: .....

Title: .....

Date: .....

Company Name: .....